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Briefing For the Usaid Turkey Evaluation Team:  
Fpmd Projects  
in Turkey and Priority Areas for Future Technical Assistance  
In Management Development

Family Planning Management Development (FPMD)  
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Office of Population, USAID

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**BRIEFING FOR  
THE USAID TURKEY EVALUATION TEAM:**

**FPMD PROJECTS  
IN TURKEY AND PRIORITY AREAS  
FOR FUTURE TECHNICAL ASSISTANCE  
IN MANAGEMENT DEVELOPMENT**

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## I. Summary

The Family Planning Management Development (FPMD) Project of Management Sciences for Health is a global program funded under a Cooperative Agreement from USAID. FPMD specializes in management, providing a broad range of technical assistance to address the many management issues that challenge national and local family planning programs and organizations. What makes FPMD's approach unique is its focus on building the capacity of the whole organization. This approach develops competent managers and effective management systems that, together, enable organizations to provide sustainable, high-quality family planning services to their clients.

FPMD has implemented a technical assistance (TA) program in Turkey since 1991. The "Strategy for USAID Population Assistance to Turkey 1995-1999", dated December 1994, identifies FPMD as one of two lead Cooperating Agencies (CAs) contributing to efforts in the policy area, including assuring effective management and logistics systems in the public sector. In the NGO sector, FPMD is contributing, in collaboration with The Policy Project of The Futures Group International, to strengthening NGOs as leaders in advocacy.

FPMD currently has three projects in Turkey, two of which focus on introducing effective management information systems (MIS) and strengthening management skills in the Ministry of Health (MOH) and Social Insurance Organization (SSK), and one focusing on institutional development of NGOs through TA to a new NGO advocacy network for women. FPMD activities are achieving the expected outcomes and relevant benchmarks defined in the USAID country strategy and are addressing some of the priority management needs identified in the 1993 USAID evaluation of the Turkey program. Training and systems development activities with the MOH and SSK have led to the achievement of the benchmark concerning the establishment of effective logistics systems and are contributing to the goal of contraceptive self-reliance. While the USAID/Turkey strategy concerning support to NGOs has evolved since the country strategy was produced in late 1994 and FPMD is not working directly or intensively with individual FP NGOs, the Project's TA to the NGO advocacy network is contributing to the achievement of benchmarks related to NGO advocacy roles, management and technical capabilities, and financial sustainability.

Further information on specific achievements and accomplishments of FPMD projects is provided in the next section. As regards the future, FPMD recommends that increased attention and resources be made available for management development in the public and NGO sectors. Explicit objectives, indicators, and benchmarks related to management skills, structures, and systems should be defined in any re-articulated country strategy or longer-term program design. Only in this way will the goals of the Government of Turkey (GOT) and USAID in reproductive health, quality of care, and sustainability be met.

## **II. Description of FPMD Projects in Turkey and Outcomes of Activities**

### **A. TECHNICAL ASSISTANCE TO THE MCH/FP GENERAL DIRECTORATE**

Beginning/end date: 1991-1999

Program outcomes: P1: Increased support for FP within the Government of Turkey; A1: FP services expanded in existing public service delivery channels

#### ***BACKGROUND***

FPMD has been working in Turkey since 1991 with the Maternal-Child Health/Family Planning (MCH/FP) General Directorate of the MOH to strengthen its management information systems and use of information to improve access and quality of services at service delivery points. The project initially focused on orienting MOH staff on the role of MIS and the use of data for decision making as well as piloting demonstration activities in five provinces. Since October 1995 project activities have expanded to 12 provinces and are increasingly focused on the institutionalization of MIS and building information-based management skills at national and provincial levels.

#### ***GOALS AND OBJECTIVES***

The overall goal of this project is to help the MCH/FP General Directorate in more rational decision making that will lead to more cost efficient utilization of resources and improvement in the management and quality of FP/MCH service delivery. The specific objectives are to ensure that the MCH/FP General Directorate has: 1) appropriate contraceptive logistics management procedures tested in some provinces and ready for implementation in others; 2) functioning service statistics and logistics management systems providing information necessary to support the planning, monitoring, and supervision functions of the MCH/FP General Directorate at national and provincial levels; and 3) a trained national Logistics/MIS (LMIS) Technical Team which is prepared to carry out the dissemination of these systems to other provinces and support provincial managers in their efforts to implement and use the information management tools.

#### ***TECHNICAL ASSISTANCE***

FPMD provides assistance to technical staff at the national level and to managers at the provincial level to develop their capacity to use information and data more effectively to plan and manage FP/MCH services. This assistance has included:

- ✓ Hiring a local technical advisor who has greatly facilitated the effectiveness and efficiency of TA allowing FPMD to be more responsive to the MOH's needs;
- ✓ Developing two standardized curricula in Turkish for training provincial managers : 1) Contraceptive Logistics Management and Distribution; and 2) Using Information for Monitoring and Evaluation (in draft);
- ✓ Training the LMIS Technical Team to replicate the training on Contraceptive Logistics Management and Distribution without technical assistance from FPMD, thereby strengthening the institutional and technical

training capacity of the MCH/FP General Directorate;

- ✓ Introducing a contraceptive logistics management system (“Top-Up”) in the provinces which is flexible and can be easily adapted to local provincial geographic and infrastructural conditions, as well as to the level of demand for commodities. The existence of this management system has significantly reduced or eliminated the incidence of stockouts and oversupply of contraceptives;
- ✓ Assessing the management information capabilities and systems in new provinces joining the project by developing situation analysis tools for collection of baseline data allowing FPMD to tailor the technical assistance to provincial managers’ needs; and
- ✓ Decentralizing technical resources for support to participating provinces by identifying and training competent and committed provincial managers in conducting situation analyses, serving as co-trainers at regional workshops, and providing follow-up technical assistance in logistics management and information use to participating provinces which has diversified and expanded the availability of local technical resources.

#### **Selected Products of FPMD Technical Assistance**

- ✓ Contraceptive Logistics Management and Distribution Training Curriculum: gives provincial managers an overview of the entire commodities logistics cycle; increases their awareness of the need for and use of information at the different stages of the logistics cycle; introduces the Top-Up commodities distribution system; trains participants in general rules for warehousing and storage conditions, including introduction of checklists for reviewing storage conditions; and assists participants in planning for the implementation of the Top-Up system.
- ✓ Top-Up Commodities Management System: The introduction of this management system in 12 provinces has led to both a rationalization of commodities distribution and a sustained 40% increase in orders by Provincial Health Directorates for all commodities, indicating a significant increase in use of services at health facilities. While Top-Up is designed as a logistics management system for contraceptives, several Provincial Health Directorates are applying the system’s principles to manage the distribution of all commodities to health facilities. Top-Up’s adaptability is emphasized in the training for provincial managers.
- ✓ Using Information for Monitoring and Evaluation Training Curriculum: provides provincial managers with an in-depth understanding of the basic concepts of monitoring and evaluation; the use and comparative advantages of different types of health information; and appropriate analysis and presentation of information. Helps participants to recognize the importance of using information in health decision making and the issues inherent in interpreting and using information appropriately; and teaches participants how to analyze and use their own program’s information for making decisions. The curriculum will be modified to incorporate training for provincial managers on new health facility supervision and monitoring tools which FPMD will develop and pilot test with the MCH/FP General Directorate during FY98.
- ✓ Situation Analysis Tools -- Designed by FPMD and the LMIS Technical Team, these data collection instruments yield valuable information on the status of: provision of FP services and availability of personnel at Health Centers and MCH/FP Centers; provincial managers and service providers’ knowledge of national FP goals; current status of service statistics data collection and reliability of data, reporting, use of data and feedback/supervision; and logistics management and availability of FP commodities. Knowledge of local conditions allows the LMIS Technical Team to stress certain points in training workshops and to provide follow-up technical assistance tailored to the specific needs and conditions in the

provinces.
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### ***THE FUTURE***

FPMD will devote significantly more attention during FY98 to training and TA for provincial managers in the use of information for decision-making, and specifically, in analyzing FP service statistics and commodities data routinely collected and reported to identify and address service delivery and quality of care issues. Expected results of FPMD TA during FY98 are:

- ✓ Commodities management information system is introduced and functioning in 10 Phase III provinces. FPMD will support training of personnel from 10 additional provinces on Contraceptive Logistics Management and Distribution. A User's Guide on Commodities Logistics Management in Turkish will be developed and distributed to all Provincial Health Directorates. By the end of 1997, the Top-Up commodities management system will be functioning in 22 provinces.
- ✓ Monitoring of FP/MCH services at central and Provincial Health Directorate levels is institutionalized. To encourage the use of data for strengthened management, FPMD will assist the MCH/FP General Directorate to develop an annual feedback report on FP performance in all provinces. The content of this report will be developed in close collaboration with the MOH MIS Unit recently established with assistance of the World Bank.
- ✓ FPMD will assist the MCH/FP General Directorate to develop, pilot test, and disseminate several management tools for monitoring FP/MCH service delivery activities at provincial and health center levels:
  - With the introduction of the Top-Up system, Provincial Health Directorate managers in participating provinces now regularly visit health facilities. A new health facility supervision checklist will facilitate more systematic monitoring of MCH/FP Centers and health centers during the commodities resupply visits.
  - Another management tool will be a simple wall chart for monitoring of reports and FP/MCH performance to be used by Provincial Health Directorates, and a wall chart for use by health facilities to routinely monitor FP/MCH performance.
- ✓ Use of information by MCH/FP General Directorate, and 22 Provincial Health Directorates for managing FP/MCH services is institutionalized. The curriculum on Using Information for Monitoring and Evaluation will be modified to train provincial managers on the 1997 feedback report, and FP/MCH service delivery monitoring tools. FPMD and the LMIS Technical Team will organize 4 regional workshops for training a total of 88 provincial managers from the 22 provinces.
- ✓ Competent and committed provincial managers will continue to be used as co-trainers at regional workshops and to provide follow-up TA to new provinces in order to decentralize the technical resources available.
- ✓ By September 1998, 1,000 health facilities will be routinely supervised and assured of an adequate supply of commodities for FP/MCH service delivery.
- ✓ During FY99 FPMD and the MCH/FP General Directorate expect to introduce information-based management and monitoring skills to the remaining provinces (58) through the organization of regional workshops on Using Information for Monitoring and Evaluation. At this juncture FPMD has no plans to expand the Top-Up system to the 58 remaining provinces since funding levels are not expected to be sufficient.

### **B. TECHNICAL ASSISTANCE TO THE NGO ADVOCACY NETWORK FOR WOMEN**

Beginning/end date: 1996-1999

Program outcomes: P3: Strengthened NGO structures assuming more important roles.

### ***BACKGROUND***

Kadın İçin Destek Oluşturma Grubu or KIDOG is an advocacy network now consisting of 19 Turkish non-governmental organizations (NGOs). In July 1995, eleven Turkish NGOs took part in an advocacy workshop sponsored by the OPTIONS Project. During this workshop, participants recognized the advantages of working collectively and agreed to develop a mechanism for continued cooperation and communication among the organizations present. The Network seeks to improve the quality of life of Turkish women by combining the knowledge, resources, and skills of the individual NGO members to influence policies and programs in reproductive health, legal status and education. KIDOG has three goals: 1) to enhance collaboration among NGOs working to improve the quality of women's lives; 2) to gain support of government officials, political parties and other decision makers; and 3) to participate in the development and monitoring of national policies and national strategies concerning women's rights and opportunities in Turkish society. KIDOG has chosen family planning as one of its three priority areas because of the unmet need in Turkey; 69% of families with children have indicated that they do not want any more children but in the last five years 32% of all births that occurred were unplanned.

FPMD's program with the KIDOG is a direct outgrowth of short-term TA provided in mid-1995. USAID/Ankara asked FPMD to expand its program of assistance in Turkey to include the three largest Turkish family planning/reproductive health NGOs. FPMD undertook management needs assessments of the Family Planning Association of Turkey (FPAT), the Human Resources Development Foundation (HRDF), and The Turkish Family Health and Planning Foundation (TFHPF) in June 1995. Following the organization and initial activities of the KIDOG, USAID/Ankara began to see this Network as a more comprehensive and cost effective means of affecting and improving NGO structures and contributions rather than supporting multiple inputs with individual NGOs. USAID/Ankara asked FPMD to collaborate with The Policy Project of The Futures Group International and make the Network the focus of its NGO sector management development assistance.

### ***GOALS AND OBJECTIVES***

The overall goal of this project is that the KIDOG has the skills, capacity, and confidence to function as an advocacy network for women and as a national resource to influence policies and programs in reproductive health, legal status and education. The specific objectives of FPMD's TA to KIDOG are: 1) the Network can design focused, engaging and productive meetings/workshops, and lead insightful and productive discussions with government officials, policy makers, community leaders, etc.; and 2) KIDOG has increased capacity to allocate human and financial resources for the greatest impact, and to assess and learn from activities it has conducted.

### ***TECHNICAL ASSISTANCE***

FPMD has worked with KIDOG since 1996 in collaboration with The Policy Project. The Policy Project is focusing on strengthening the Network's advocacy skills and FPMD on institutional development -- to cultivate a cohesive and sustainable network capable of fulfilling its mission. FPMD has organized three



workshops in response to needs identified by KIDOG. The workshops -- Strategic Planning, Skills Building in Fundraising, and Events Planning -- were conducted in a highly participatory fashion, and focused on identifying, utilizing, and building upon existing skills and knowledge present among the individual NGO members. Each workshop has been designed to recognize, develop, and apply skills as well as to reinforce newly acquired skills gained in previous FPMD workshops. Knowledge and skills gained in the workshops are applied to the work of the members' own home institutions, thereby strengthening the individual member NGOs.

### **FPMD WORKSHOPS FOR KIDOG**

#### **Strategic Planning -- July 1996**

- Strengthen Network members' understanding of and organizational capabilities in strategic planning.  
     ➡➡**RESULT:** KIDOG members reaffirmed the Network's mission statement and prepared the Network's strategic goals through a consensus process.

#### **Skills Building in Fundraising -- January 1997**

- Strengthen the Network's ability to raise funds and to recognize the fundraising expertise within KIDOG.  
     ➡➡**RESULT:** KIDOG members discovered a considerable pool of fundraising skills among themselves and wrote a draft proposal for funding to the Global Fund for Women.

#### **Event Planning -- June 1997**

- Build skills in designing and facilitating an event that fosters a deep understanding and consensus on further action.  
     ➡➡**RESULT:** KIDOG members feel confident that they are better prepared to disseminate the information and messages from the International Conference on Population and Development in Cairo and the Fourth World Conference on Women in Beijing in grass-roots-level workshops for NGOs and community leaders throughout Turkey.

### ***THE FUTURE***

FPMD will continue assistance to KIDOG in FY98 by organizing two to three workshops in collaboration with The Policy Project. Topics for 1998 workshops include:

- ✓ Advanced training in event planning and group facilitation, based on KIDOG's experience in implementing at least one regional workshop for local NGOs;
- ✓ Re-examination of the Network's mission and strategic objectives, building upon lessons learned and a self-assessment of its ability to make policy makers, NGOs, community leaders, and the general public aware of and involved in the issues it has chosen to address.
- ✓ The workshops will present opportunities for KIDOG to consider the need for changes in its operating procedures and management systems which may be required as its level of advocacy activity at national and local levels increases.

### C. TECHNICAL ASSISTANCE TO THE SOCIAL INSURANCE ORGANIZATION (SSK)

Beginning/end date: 1997-1999

Program outcomes: P1: Increased support for FP within the Government of Turkey; A1: FP services expanded in existing public service delivery channels

#### ***BACKGROUND***

FPMD assumed responsibility for technical assistance to the SSK in MIS from the SEATS Project in May 1997. FPMD's Turkey Country Representative, who previously worked as a part-time consultant for SEATS, initiated the MIS TA program with the SSK in 1996. TA under the SEATS program included: 1) situation analyses in selected SSK hospitals which revealed that the collection and reporting of FP data was not uniform throughout the SSK system; 2) training of SSK personnel from its six training centers in the essential elements of MIS; development and pilot testing of new client registers and quarterly FP data collection/reporting forms; 3) computerization of the new data collection/reporting forms and installation of the software at SSK Health Services Directorate and in one pilot SSK training center; 4) procurement of necessary computer equipment for the Health Services Directorate and one training center; and 5) training of clinic managers from 80 SSK facilities in the new MIS.

#### ***GOALS AND OBJECTIVES***

Similar to FPMD's TA program with the MCH/FP General Directorate, the overall goal of the SSK project is to help the organization in more rational decision making that will lead to more cost efficient utilization of resources and improvement in the management and quality of FP service delivery. The specific objectives are to: 1) upgrade the SSK's FP MIS; and 2) to strengthen the knowledge and ability of SSK personnel in the Health Services Directorate and SSK FP clinics to use data generated by the MIS to improve management and decision-making in support of the SSK's FP services.

#### ***TECHNICAL ASSISTANCE***

FPMD's technical approach is significantly different than that pursued by SEATS. Whereas under the SEATS project FP data was sent to and analyzed by the SEATS project office, FPMD's goal is to integrate and institutionalize information management within the SSK Health Services Directorate. Since FPMD assumed the SSK project, TA has included:

- ✓ Follow-up assistance to approximately 30 SSK FP clinics in the use of the new MIS;
- ✓ Computer training for SSK Health Services Directorate personnel in database management and Windows programs;
- ✓ Refinement of the MIS computer software and expansion of the pilot test to a total of seven SSK facilities;
- ✓ Procurement of additional computer equipment for SSK facilities;
- ✓ Adjustment of the SSK's contraceptive distribution practices to a modified "pull" system to rectify serious problems with over- and under-supply of contraceptives at SSK facilities, based on observations during site visits to the SSK warehouse in Istanbul and SSK FP clinics.

### ***THE FUTURE***

Expected results of FPMD TA during FY98 are:

- ✓ New data collection forms and client registers for FP services are used correctly by SSK FP clinics. FPMD will continue to assist SSK counterparts to monitor the use, quality, and accuracy of quarterly FP reports through visits to selected SSK FP clinics and routine headquarters-level review.
- ✓ The modified contraceptive distribution system is institutionalized and computerized at SSK Health Services Directorate. Working with SSK counterparts and the local computer software company, FPMD will assist the SSK to manage the rationale and routine distribution of contraceptives to FP clinics.
- ✓ SSK capacity to procure contraceptive commodities is institutionalized. Building upon previous assistance by the Family Planning Logistics Management (FPLM) Project, FPMD will reinforce knowledge and skills so that the SSK Health Services Directorate can routinely track procurement needs and manage the procurement process independent of external TA.
- ✓ Monitoring of FP services at SSK clinics is institutionalized. SSK and FPMD plan to develop, pilot test, and disseminate several monitoring tools to strengthen management of FP clinic service delivery activities.

These include:

- a supervision tool for on-site facility monitoring of FP activities for regular use by the SSK Health Services Directorate;
- a computerized module for quarterly monitoring of reports and FP performance by the Health Services Directorate;
- a quarterly feedback report on performance of FP clinics prepared by the Health Services Directorate; and
- a wall chart for quarterly monitoring of FP performance by each FP clinic.

These tools will be designed in cooperation with AVSC and its quality assurance project with the SSK.

- ✓ Use of information by SSK Health Services Directorate for managing FP services is institutionalized. Skills in information management will be reinforced by organizing a workshop for managers from all SSK FP clinics to: provide refresher training on the new (manual) MIS; and to introduce the wall charts for monitoring FP clinic activities, the supervision tool for facility monitoring, and the quarterly feedback report on FP clinic performance.
- ✓ A management model for categorizing FP service delivery at SSK facilities (e.g., whether there are dedicated FP staff/equipment) is introduced so that the Health Services Directorate can better monitor and support SSK facilities in terms of tracking equipment, staffing, training needs, etc.

### **III. Major Problems in Implementation**

There have not been significant implementation problems over the years. FPMD has experienced some changes in MCH/FP General Directorate technical staff assigned as FPMD's counterparts, most notably during the period 1991-94, which necessitated repeated orientation and training of new staff to FPMD's project activities. However, since late 1994/early 1995 the MCH/FP General Directorate has taken the lead responsibility for orienting, training, and supervising new technical staff assigned to the LMIS Technical Team.

The overall lack of sufficient technical personnel in the MCH/FP General Directorate to staff and manage the numerous projects of USAID-funded Cooperating Agencies and of other international donors, and to manage the competing priorities of donors and international agencies, is generally problematic. The LMIS Technical Team is not dedicated full-time to FPMD project activities; key personnel on this team also do technical work in Ankara and in the field with many international agencies and donors. Consequently, FPMD has occasionally had to reschedule planned activities to accommodate other or emerging MCH/FP General Directorate priorities. However, all in all, FPMD is confident of the General Directorate's commitment to project activities and the priority of these activities. Implementation of project activities has been relatively smooth, especially over the last 18 months. For example, the majority of FPMD supported activities during FY96 and FY97 were undertaken and according to the time frame planned. With the recent change in the Director General, FPMD has noted that decision-making is much more rapid thereby facilitating the implementation of planned activities.

While observations are based on limited experience with the SSK to date, FPMD has observed that there is a lack of project management expertise within the Health Services Directorate. Technical work with the SSK is attempting to build skills in this area. At the same time FPMD has observed that the SSK's ability to make decisions and act on planned/emerging activities and needs is more rapid than the MOH.

Finally, FPMD has not experienced any significant implementation problems in its work with the KIDOG. FPMD receives significant support from the Policy Project/Ankara Office for coordination, communication and helping to manage workshop logistics, and has a strong working relationship with both the Policy Project Washington, D.C. and Ankara offices. It is hoped that in this next fiscal year the Network will have the confidence and the financial resources to implement the advocacy activities it has defined.

#### **IV. Priority Areas for Future Assistance in Management Development**

##### ***BACKGROUND***

While management development is not an explicit activity outcome of the USAID Turkey country strategy, MOH, SSK, and NGO institutional capacity in management is essential for the sustainability of the FP/MCH program, especially in light of USAID/Ankara phase-out of population support. The MCH/FP General Directorate's *National Strategies for Women's Health and Family Planning* specifically identifies several primary goals and objectives by the year 2000 related to strengthening basic management skills and systems at national, provincial, and service delivery levels. These include:

- ✓ training both central- and provincial-level managers of women's health/FP services in proper management techniques, and selecting new managers according to criteria to be specified;
- ✓ ensuring continuous flow of reliable data from all public and private health care institutions delivering WH/FP services; assuring evaluation and feedback of collected data;
- ✓ ensuring continuous flow and proper distribution of contraceptive commodities, medical and expendable supplies, transportation and information-education-communication means to meet national requirements without reducing existing capacities;
- ✓ giving priority to rural and periurban areas in the distribution of public-source supplies;
- ✓ creating a funding system jointly supported by the public and private sectors for uninterrupted

procurement of commodities and delivery of services to assure accessibility of family planning services, particularly for high-risk groups.<sup>1</sup>

FPMD's current program activities with the MCH/FP General Directorate and the SSK are addressing several of the strategies articulated in the National Strategies related to improvement in data collected, creation of a feedback mechanism and quality assessment system, introduction of the Top-Up system to ensure a more efficient distribution of resources and a minimum-maximum inventory system, and training of staff responsible for commodities logistics and warehousing. (See pages 26 and 28 of the *National Strategies* document.)

Moreover, with funding from non-USAID sources, Management Sciences for Health has worked with the Primary Health Care Development Department (World Bank-financed project) to conduct a tailored training of trainers course on Skills for Management of Effective Training Programs (March 1997) which has increased the capacity and skills of the MCH/FP General Directorate's central training team to design more effective training courses, based on a "case approach" and with an emphasis on the use of practical management tools. The World Bank project has expressed an interest in continuing to collaborate with MSH on adapting and conducting MSH courses on Program Management and Management for Quality, although funding has not yet been assured.

Several donors (e.g., World Bank, GTZ, European Union) have organized training courses and programs designed to strengthen management skills at the national level, to build the capacity of government trainers (e.g., within the State Planning Organization) to organize management training courses, and to develop NGOs' capacity in project development/proposal writing (e.g., the "NGO Strengthening" workshop scheduled for September or October 1997, organized by GTZ, UNFPA, and EU). However, these management-related programs do not appear to be well coordinated either among the donors or within the MOH. Several universities also provide management training, although feedback received from colleagues in the MOH indicate that the courses are highly theoretical and do not provide practical skills or tools for management of health service delivery.

Several donors (e.g., GTZ, UNFPA) are focusing financial and technical support on urban slum areas and priority provinces in the East and Southeast. However, these projects do not appear to include assistance in developing basic management skills and structures in the Provincial Health Directorates and health facilities. And, the World Bank-financed Health Information System project with the MOH is not specifically addressing, nor is it interested in addressing, the need to strengthen FP-related information management or commodities management needs in the country.

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<sup>1</sup> *Strategies for Women's Health and Family Planning*, Republic of Turkey, Ministry of Health, General Directorate of Maternal-Child Health and Family Planning, September 1996, pages 19-20.

## *THE FUTURE*

The evaluation of the Turkey program conducted in 1993<sup>2</sup> explicitly mentions the lack of management systems, internal human resource development structure, and management training structures as significant gaps in the effectiveness of family planning service provision and coordination (see page 22). For the balance of the current USAID Turkey country program and for any future TA program, and in addition to ongoing efforts at the policy level, USAID, MOH/SSK, and NGO commitment and resources to explicitly address management development is warranted and is imperative for the achievement of both Government of Turkey and USAID goals for the national program.

FPMD is prepared to address the primary management-related objectives of the National Strategies and known gaps in management skills and systems, in the following ways:

- ✓ working directly with the MOH or through donor coordination mechanisms, assist in the development of a practical and explicit strategy for basic management training of MOH personnel. (The Action Plan for the *National Strategy*, currently under development, may address the need for a coordinated vision and the identification of technical and financial resources available.)
- ✓ working with the MCH/FP General Directorate training team, design and conduct additional training of trainers courses on management of health services.
- ✓ providing technical and financial support to the MCH/FP General Directorate to expand the Top-Up commodities distribution system during FY99 and FY2000 to 58 provinces.
- ✓ providing follow-up technical assistance to consolidate and strengthen skills in Provincial Health Directorates, the SSK Health Services Directorate, and in MOH and SSK health facilities in information-based management and health facility supervision.

FPMD is also prepared to continue to provide TA for the institutional development of the KIDOG as well as to specific member NGOs to assure that this essential resource to the national program is adequately strengthened and supported.

In order to implement these illustrative activities, FPMD would require:

- ✓ a second local technical advisor;
- ✓ additional field support funds for FY99 and FY2000 (approximately \$650,000 per year) or,
- ✓ if other donor funds can be leveraged to support training courses, regional workshops, and follow-up technical assistance in the field, level USAID/Ankara field support funding (approximately \$400,000-\$450,000 per year) would be required to support local (two) and international technical assistance staff, the development of standard curricula in Turkish, translation of resource materials for training, travel and operational costs.

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<sup>2</sup> *Turkey Strategic Evaluation of AID Population Assistance*, June 1993, Prepared for Bureau for Europe and Office of Population, U.S. Agency for International Development.

## ANNEX A: Biographies of Principal FPMD Technical Assistance Staff

**Dr. Ersin Topcuoğlu** joined MSH in June 1997 as the MIS Program Associate/FPMD Turkey Country Representative based in Ankara. Ersin serves as the in-country technical advisor for the FPMD Turkey country program, specifically for the projects with the MCH/FP General Directorate of the MOH and the Social Insurance Organization. Ersin worked as a consultant to FPMD beginning in April 1996 as the local coordinator and technical advisor for the MIS program with the MOH. Prior to his work with FPMD, Ersin served as the Regional Associate for Technical Services at the Asia/Near East Regional Office of Pathfinder International. He was responsible for project monitoring in the Asia region, MIS, monitoring and evaluation technical assistance to country and field staff, and training regional and country offices and grantee organizations in program management and technical areas. From 1992-93, Ersin served as the Project Officer for the World Bank/MOH in preparing a situation analysis and strategic plan for the National Health Information System. From 1989-91, he was the Program Manager for the MCH/FP General Directorate of the MOH, responsible for national breastfeeding, CDD and CARI programs. Ersin has also held positions in rural areas of Turkey as a Public Health Physician, Medical Team Leader, and Provincial Program Manager. In addition to his recent consultant work with FPMD, Ersin has done consultant work for SEATS, JHPIEGO, and Pathfinder, and has recently undertaken assignments in Jordan, Pakistan, Azerbaijan and Kazakhstan. Ersin received his Master's in Public Health in Population and International Health from Harvard University, and his Doctor of Medicine from Cumhuriyet University Medical School in Sivas, Turkey.

**Alison Ellis** has over 17 years of experience working in international projects concerned with public health and family planning. Alison joined MSH in 1993 as the Regional Director for FPMD's Asia/Near East Unit. She is responsible for overall management and implementation of subproject activities in the region, including development of strategies, implementation of activities, and evaluation. In this position she has provided technical assistance in Bangladesh, Nepal, the Philippines, and Turkey. She is the HQ project manager of the Turkey project portfolio, responsible for technical oversight, coordination of technical and administrative support, supervision of field-based staff, and technical assistance in select management areas. Prior to her work with MSH, Alison worked for 10 years with AVSC International, first as the Senior Grants Officer for the Asia and Middle East Division, next as Program Manager of AVSC's Equipment Services Department, and finally as the Assistant Director of the International Programs Division. In her role as Assistant Director of the International Programs Division, she managed 4 headquarters departments and oversaw 5 overseas regional offices; recruited, trained and supervised a team of seven professional staff; and conducted visits to developing countries for the purposes of project development, needs assessment, evaluation and technical assistance in clinical FP service delivery to public and NGO sector programs. Overseas technical work during her years with AVSC included multiple assignments in: Bangladesh, Indonesia, Nepal, the Philippines; Ghana, Kenya, Nigeria, Tanzania; Brazil, Guatemala, Haiti, Jamaica, Mexico; Morocco, Tunisia, and Turkey.